

Recruitment Advertising - Newspapers						
	-	-				
Newspapers	Gross SCC Rate / Mono	Gross SCC Rate / Colour	Framework Discount (%)	Agency Fee Commission (%)	Total Framework Discount (%)	Compulsory Online Purchase (Yes/No)
Aberdeen Press & Journal/Evening Express	REDACTED – Section 33(1)(b)					
Advertiser Series in Aberdeenshire						
An Tirisdeach						
Arran Banner						
Ayrshire Post Group						
Buchan Observer Group						
Carluke Gazette / Lanark Gazette						
Daily Record/Sunday Mail (Display only)						
Deeside Piper, Donside Piper & Inverurie Herald						
Dumfries & Galloway standard						
Dundee Courier & Advertiser						
Dunfermline Press & West of Fife Advertiser						
Dunoon Observer and Argyllshire Standard						
East Lothian Courier/Border Telegraph/Peeblesshire News						
East Lothian View/EskValley View						
Edinburgh Evening News						
Fife Free Press						
Fraserburgh Herald						
Galloway Gazette						
Galloway News						
Helensburgh Advertiser						
Ileach						
Inverness Courier - Scottish Provincial						

Inverness Package - Scottish Provincial	REDACTED– Section 33(1)(b)
John O'Groats Journal/Caithness Courier/Jobs North	
Mearns Leader	
Metro (Scotland)	
Nairnshire Telegraph	
Northern Scot Newspapers	
Northern Times	
Oban Times Group	
Rutherglen Reformer	
Shetland Times	
Southern Reporter	
Stornoway Gazette	
Stranraer & Wigtownshire Free Press	
Sunday Times	
The Guardian	
The Herald (Glasgow) + Sunday Herald	
The Jewish Telegraph	
The Jewish Chronicle Ltd	
The Lennox (Dumbarton) (Formerly Lennox Herald)	
The Orcadian	
The Scotsman/Edinburgh Evening News	
Third Force News	
Times Educational Supplement	
Times Educational Supplement (Scotland)	
Turriff Advertiser, Ellon Advertiser, Inverurie Advertiser	
West Highland Free Press	
West Lothian Courier	

Recruitment Advertising – Magazines / Journals						
	-	-				
Magazines / Journals	Gross SCC Rate / Mono	Gross SCC Rate / Colour	Framework Discount (%)	Agency Fee Commission (%)	Total Framework Discount (%)	Compulsory Online Purchase (Yes/No)
Accounting & Business - ACCA	REDACTED– Section 33(1)(b)					
Biomedical Scientist	REDACTED– Section 33(1)(b)					
British Academy of Audiology	REDACTED– Section 33(1)(b)					
British Dental Journal	REDACTED– Section 33(1)(b)					
British Journal of Community Nursing	REDACTED– Section 33(1)(b)					
British Journal of General Practice	REDACTED– Section 33(1)(b)					
British Medical Journal (Clinical Research & General Practice)	REDACTED– Section 33(1)(b)					
British Medical Journal (Clinical Research)	REDACTED– Section 33(1)(b)					
British Medical Journal (Clinical Research) -Linage	REDACTED– Section 33(1)(b)					
British Medical Journal (General Practice)	REDACTED– Section 33(1)(b)					
British Society of Echo Cardiology	REDACTED– Section 33(1)(b)					
Canalside and South Edinburgh Directory	REDACTED– Section 33(1)(b)					
Civvy Street	REDACTED– Section 33(1)(b)					
Community Practitioner - Health Visitor Opportunities	REDACTED– Section 33(1)(b)					
Duddington Direct and Portobello Direct	REDACTED– Section 33(1)(b)					
Enable Magazine	REDACTED– Section 33(1)(b)					
Environmental Health News	REDACTED– Section 33(1)(b)					
Facilities Management Journal	REDACTED– Section 33(1)(b)					
Fairmile Directory and Morningside Messenger	REDACTED– Section 33(1)(b)					
Farmers Guardian	REDACTED– Section 33(1)(b)					
Fire Risk Management	REDACTED– Section 33(1)(b)					
FM World (Facilities Management World formerly BIFM Bulletin)	REDACTED– Section 33(1)(b)					

Forestry Journal	REDACTED– Section 33(1)(b)
Gastrointestinal Nursing	
Grampian Wedding	
Highlands and Islands Energy Directory	
Highways	
Infant	
Mental Health Practice & Learning Disability Practice	
Nursing Times (NHS clients)	
Pharmaceutical Journal	
Physiotherapy Frontline	
Planning	
Professional Social Work magazine	
Psychologist Appointments	
RAD Magazine	
Raring2Go!	
RCM News & Opportunities (RCM Midwives Journal)	
RCN Bulletin Print	
RCN Bulletin/Nursing Standard (NHS clients incl Print)	
RCSLT Bulletin - Royal Speech & Language Therapist Magazine	
RICS - Modus	
Round & About (Mull & Iona)	
Scottish Catholic Observer	
Scottish Farmer	
Scottish Field	
Scottish Traditional Boat Festival	
Society of Vascular Technology	
Source Magazine	
Stockbridge Spotlight	
Synergy	
The Big Issue (Scotland)/Third Force News	
The Perfusionist Journal	

The Resettlement Magazine	REDACTED– Section 33(1)(b)
Trinity Spotlight	

Recruitment Advertising - Digital / Online Media					
	-	-			
Digital / Online Media	Premium Job Listing (Gross Rate)	Basic Job Listing (Gross Rate)	Framework Discount (%)	Agency Fee Commission (%)	Total Framework Discount (%)
Academic Jobs www.academicjobseu.com	REDACTED– Section 33(1)(b)				
AfPP Job Forum					
archaeologists.net					
Association for Heritage Interpreters - www.ahi.org.uk					
Association for Respiratory Technology Physiology www.artp.com					
Batod www.batod.org.uk					
British Archaeological Jobs Resource www.bajr.org					
British Cochlear Implant Group - www.bcig.org.uk					
British Medical Journal www.bmj.com					
Charity Job www.charityjob.co.uk					
Charity Times - www.charitytimes.com					
Chartered Institution of Highways & Transportation www.cihtjobs.co.uk					
ConstructionManagerJobs.co.uk - Chartered Institute of Building					
Countryside Jobs Online www.countryside-jobs.com					
CV Library www.cv-library.co.uk					
CW Jobs www.cwjobs.co.uk					
Doctors.net.uk www.doctors.net.uk					
Earthworks Online www.earthworks-jobs.com					
econ-jobs					

Economistjobs.com / Statsjobs.com / Datascientist Jobs	REDACTED– Section 33(1)(b)
Engineering Jobs www.engineeringjobs.co.uk	
Environment Job www.environmentjob.co.uk	
equatecareerhub.org.uk	
ESTRO	
Ethnic Jobsite, Disability Jobsite, Diversity Jobsite, Disability Network, Asian Jobsite	
Exec Appointments www.exec- appointments.com	
Faculty of Public Health - careers.fph.org.uk	
Farmers Weekly www.fwi.co.uk	
FM World (Facilities Management World formerly BIFM Bulletin) www.bifm.org.uk	
GIS Jobs www.gis-jobs.co.uk	
Goodmoves www.goodmoves.org.uk	
Graduate Jobs www.graduate-jobs.com	
Guardian Jobs www.jobs.guardian.co.uk	
Gumtree www.gumtree.com	
Health Service Journal www.hsj.co.uk	
healthandsafety-jobs.co.uk (www.)	
Higher Ed Jobs www.higheredjobs.com	
http://iaqm.co.uk/jobs/	
ICAEW (Institute of Chartered Accts in England and Wales)	
ICE - Civil Engineering Journal www.icerecruit.com	
ICF-Mailshot	
Infection Provention Society	
Inside Housing www.insidehousing.co.uk	
Institute of Historic Building Conservation www.ihbc.org.uk	
Institution of Engineering & Technology www.theiet.org	
Irish Association of Speech & Language Therapists	

IVF Net www.ivf.net	REDACTED– Section 33(1)(b)
jobscalator.com (www.)	
Jobs in Transport (www.jobs-in-transport.com)	
Jobs Today www.jobstoday.co.uk	
Jobs.ac.uk www.jobs.ac.uk (ENHANCED LISTINGS ONLY)	
jobs.mumsnet.com	
Jobserve www.jobserve.co.uk	
JobsinScotland.com	
Justengineers www.justengineers.net (Orders under 5K)	
Law Society Gazette www.lawgazette.co.uk	
Linked In www.linkedin.com **Media**	
Linkedin.com **SPS**	
Medical Careers Global	
Milkround On-line www.milkround.co.uk	
Monster UK www.monster.co.uk	
myjobscotland	
Nature www.naturejobs.com	
New Civil Engineer website www.NCEPlus.co.uk	
New Scientist www.newscientistjobs.com	
NHS Jobs www.nhsjobs.com	
Nursing Times online - www.nursingtimes.net	
People Management www.peoplemanagement.co.uk	
Personnel Today www.personneltoday.com	
PF Jobs www.pfjobs.co.uk Public Finance Jobs	
Pharmaceutical Journal www.pjcareers.com	
Planning jobs.planningresource.co.uk	
Rail Professional - Online	
Railway People www.RailwayPeople.com	
Reed www.reed.co.uk	
Research Fortnight www.researchresearch.com	

ResearchGate GmbH	REDACTED– Section 33(1)(b)
RIBA Appointments	
RICS www.ricsrecruit.com	
S1 Jobs www.s1jobs.com	
ScotjobsNet.co.uk	
Scottish Federations of Housing Associations - www.sfha.co.uk	
Scottish Legal News	
SHP4Jobs www.shp4jobs.co.uk	
Simply Law www.simplysalesjobs.co.uk	
Society for Cardiological Science & Technology - SCST Update	
society of radiographers www.sor.org	
Stonewall - www.proudemployers.org.uk	
Sunday Times online www.sunday-times-appointments.co.uk	
Supply Management www.supplymanagement.com	
taxation-jobs.co.uk	
Technojobs www.technojobs.co.uk	
This is Moray	
Times Higher Educational www.timeshighereducation.co.uk	
Total Jobs - www.totaljobs.com	
Transport Planning Society	
UKONS	
ukschooltrips.co.uk	
Welovestornoway.com	
Working Mums www.workingmums.co.uk	
www.hijobs.net	
www.indeed.com	
www.jobs-north.co.uk	
www.jobtarget.com	
www.lawscotjobs.co.uk	

Public Information Notices - Newspapers					
Newspapers	Gross SCC Rate / Mono	Framework Discount (%)	Agency Fee Commission (%)	Total Framework Discount (%)	Compulsory Online Purchase (Yes/No)
Aberdeen Evening Express	REDACTED– Section 33(1)(b)				
Aberdeen Press & Journal					
Advertiser Series in Aberdeenshire					
Airdrie & Coatbridge Advertiser					
Alloa & Hillfoots Advertiser					
An Tirisdeach					
Arbroath Herald Series and Carnoustie Guide and Gazette					
Ardrossan & Saltcoats Herald Series/Irvine Times					
Arran Banner					
Ayrshire Advertiser Series					
Ayrshire Post Group					
Banffshire Advertiser					
Banffshire Herald					
Banffshire Journal					
Berwick Advertiser/Berwickshire News					
Berwickshire News					
Blairgowrie Advertiser					
Border Telegraph					
Brechin advertiser					
Buchan Observer					
Caithness Courier & John O'Groats Journal					
Campbeltown Courier & Argyllshire Advertiser					
Carluke Gazette / Lanark Gazette					
Carrick Gazette & Maybole News					
Clydebank Post					
Cumbernauld News / Cumbernauld Advertiser					
Cumnock Chronicle					
Daily Record					

Deeside Piper & Donside Piper	REDACTED– Section 33(1)(b)
Dumbarton Reporter	
Dumfries & Galloway Standard (Friday)	
Dumfries Courier	
Dundee Courier & Advertiser	
Dunfermline Press only	
Dunfermline Press/Central Fife Times & Advertiser/Fife & Kinross Extra	
Dunoon Observer and Argyllshire Standard	
East Fife Mail	
East Lothian Courier	
Edinburgh Evening News	
Ellon Times & Inerurie Herald	
Eskdale & Liddesdale Advertiser	
Falkirk Herald	
Fife Free Press/Fife Leader/Glenrothes Gazette	
Fife Herald & St Andrews Citizen Series	
Forfar Dispatch	
Fraserburgh Herald	
Galloway Gazette	
Galloway News	
Glasgow Evening Times	
Glenrothes Gazette	
Greenock Telegraph	
Hamilton Advertiser Group	
Helensburgh Advertiser	
Huntley Express	
Ileach	
Inverness Courier Group	
Irvine Herald	
John O'Groats Journal	
Kilmarnock Standard	
Kirkintilloch Herald Series	
Largs & Millport Weekly News	
Linlithgow Gazette / Bo'ness Journal	
Mearns Leader	

Mearns Leader Package Including Ellon Times, Deeside Piper, Kincardineshire Observer & Inverurie Herald	REDACTED– Section 33(1)(b)
Metro (Scotland)	
Midlothian Advertiser	
Montrose Review	
Motherwell Times / Bellshill Speaker	
Northern Scot	
Northern Times	
Oban Times	
Paisley & Renfrewshire Gazette Group	
Paisley Daily Express	
Peebleshire News / Penicuik News	
Perthshire Advertiser - Friday	
Perthshire Advertiser - Tuesday	
Ross-shire Journal	
Southern Reporter	
St Andrews Citizen	
Stirling Observer - Friday	
Stirling Observer - Wednesday	
Strathearn Herald	
Sunday Herald - Scotland	
The Hawick Paper	
The Herald (Glasgow)	
The Lennox (Dumbarton) (Formerly Lennox Herald)	
The Scotsman	
West Highland Free Press	
West Lothian Courier	

INVITATION TO TENDER (ITT) – REFERENCE SP-19-025 – FRAMEWORK AGREEMENT FOR THE PROVISION OF RECRUITMENT ADVERTISING AND PUBLIC INFORMATION NOTICES (2020)

FORM OF TENDER TO THE SCOTTISH MINISTERS

The Tenderer hereby contracts and agrees on the acceptance of the tender by the Scottish Ministers acting through Scottish Procurement, to provide the services specified in Schedule 1 of the Entire Agreement, in accordance with the Schedules, at the prices entered in the Commercial Envelope and the terms and conditions of this Framework Agreement.

The Tenderer undertakes to submit a tender in accordance with the following documents:

- Framework Agreement
- Schedule 1 Specification and Service Levels
- Schedule 2 Pricing Schedule
- Schedule 3 Award Procedures
- Schedule 4 Management Arrangements
- Schedule 5 Standard Terms Of Supply
- Schedule 6 Parent Company Guarantee
- Schedule 7 Contractor Sensitive Information
- Schedule 8 Exit Management
- Schedule 9 Model Contract regarding Data Protection Directive 95/46/EC
- Schedule 10 Approved sub-contractors
- Form Of Tender

The Tenderer agrees to abide by this tender from the date fixed for receiving tenders until the award of the Framework Agreement.

The Tenderer understands that the Scottish Ministers are not bound to accept the lowest priced tender or any tender and shall not be bound to use the Contractor as a sole supplier.

The Tenderer understands that the service provision is expected to commence on 18 April 2020, for a period of 48 months, and will end on 17 April 2024 unless the Framework Agreement is terminated in accordance with the terms and conditions of this Framework Agreement.

*Tenderer/Company: TMP (UK) Limited – trading name TMP Worldwide











Name: **[redacted - Section 38(1)(b)]**

Signature: **[redacted - Section 38(1)(b)]**

Designation: Deputy UK Managing Director

Date: 26th February 2020

*as a note – we have duly signed the Form of Tender however the documents listed in this document are not in line with the documents received for this tender. We therefore sign this in respect of submitting a tender in accordance with the documents we have received:

-  Recruitment Ads and PINs - Tender Stage - 1 - Instructions to Tenderers
-  Recruitment Ads and PINs - Tender Stage - 2 - Evaluation Guidance
-  Recruitment Ads and PINs - Tender Stage - 3 - Entire Framework Agreement - Final
-  Recruitment Ads and PINs - Tender Stage - 4 - Statement of Requirement - Final
-  Recruitment Ads and PINs - Tender Stage - 5 - Form of Tender
-  Recruitment Ads and PINs - Tender Stage - 6 -Technical Envelope - Annex A - Scenarios
-  Recruitment Ads and PINs - Tender Stage - 7 -Question - Cyber Security
-  Recruitment Ads and PINs - Tender Stage - 8 -Question - Fair Work
-  Recruitment Ads and PINs - Tender Stage - 9 - Commercial Spreadsheet - Final
-  Recruitment Ads and PINs - Tender Stage - 10 - Contractor Sensitive Information - Schedule 7

For both Recruitment Advertising and Public Information Notices (PINs), tenderers must provide full details of how they will deliver the full range of services. This should include their proposed strategy, approach and processes that will ensure that the services detailed at Schedule 1 of the Entire Agreement document are delivered on time, to budget and to the agreed standards that guarantees that the Framework Public Bodies requirements meet all ministerial and programme commitments. Particular attention should be paid, where applicable, to the following points:

- 1) Process for the placement of Public Information notices**
- 2) Briefing process**
- 3) Audience Insight/media Selection approach and processes**
- 4) Process for the placement of Recruitment advertisements in digital and traditional press formats and proposed strategy**
- 5) Approach to deliver effective recruitment campaign development and evaluation**

TMP delivers the full range of services as outlined in Schedule 1, inhouse. That's particularly important as we don't rely on third party organisations for delivery; ensuring we deliver on time, to budget and to the quality expected of the Framework users. For both PIN and Rec advertising, the framework users will have Client Service team members allocated to their accounts. This includes a Client Service Co-ordinator/Executive, [redacted - Section 33(1)(b)] , and a Client Partner [redacted - Section 33(1)(b)]. The Client Service team are your point of contact, and they liaise with the various departments within TMP to manage and deliver your requests.

Process for the placement of PINs

To ensure we provide the rigour, speed and accuracy required, we have a specialist team who work on PIN. The team have a proven process handling [redacted - Section 33(1)(b)]. All advertisements are sent into [redacted - Section 33(1)(b)]. The advertisement then follows the process below:

Diagram - [redacted - Section 33(1)(b)]

After the PINS have been electronically dispatched to the media [redacted - Section 33(1)(b)].

Process for the placement of Recruitment advertisements and proposed strategy

For recruitment advertisements, there are two routes – 1) day to day transactional requests
2) complex requests

Day to day requests are managed by the Client Executive/Client Service Co-ordinators and the client sends their request to [redacted - Section 33(1)(b)]

From there receipt is acknowledged within 2 hours and the following checks are made:

[redacted - Section 33(1)(b)]

For traditional press formats, the process follows [redacted - Section 33(1)(b)].

More complex requests are managed by [redacted - Section 38(1)(b)], ie senior level or hard to fill roles or campaign requests. [redacted - Section 38(1)(b)] then begins the briefing process.

Briefing Process

An initial discussion establishes the scope of the project. From there, [redacted - Section 38(1)(b)] [redacted - Section 33(1)(b)]. All of this is captured in [redacted - Section 33(1)(b)]. [redacted - Section 38(1)(b)] then briefs [redacted - Section 33(1)(b)]. Where appropriate, we will set up a call between [redacted - Section 33(1)(b)]

Audience Insight/media selection approach and processes

TMP [redacted - Section 33(1)(b)] provide detailed, local insights to local employment pools and competitor activity to help define specifically who to target and with what message. This insight is used in client's attraction campaigns when, for example, there is an insufficient number of quality applicants; the location is historically difficult to recruit to; there is a need to increase diversity in the workforce or there is merely a need to increase talent pools for specific roles. Armed with [redacted - Section 33(1)(b)] produce a report using Section 33(i)(b)[redacted]. The outputs of the report includes:

List - [redacted - Section 33(1)(b)]

Approach to deliver effective recruitment campaign development and evaluation

Following the briefing process, the campaign development process is as follows:

List – [redacted - Section 33(1)(b)]

Recruitment Campaign Management

[redacted - Section 38(1)(b)] will work closely with you throughout the campaign – from establishing key recruitment messages which will resonate with your target audience; the quality of the materials the candidate will read; through to advising on optimum candidate journey and experience and keep warm strategies, thus maximising the number of quality applicants coming into and completing the process.

The proactive use of a campaign's media performance statistics allow us to continually monitor effectiveness against key objectives, optimise campaign performance and, most importantly, maximise ROI.

Campaign management works by having all online advertising tagged and tracked. This allows us to measure: [redacted - Section 33(1)(b)]

Every piece of [redacted - Section 33(1)(b)]. This [redacted - Section 33(1)(b)].

CM works closely with the media to ensure that media representatives act quickly to changing demands. It also includes the monitoring of ad-server statistics to ensure that campaigns are correctly tagged. This information is then passed on to internal TMP staff to ensure that we can review progress and media effectiveness.

We rigorously [redacted - Section 33(1)(b)]. We ensure [redacted - Section 33(1)(b)]. With regards to [redacted - Section 33(1)(b)].

Clients typically receive [redacted - Section 33(1)(b)] .

Diagram – [redacted - Section 33(1)(b)]

Reports cover:

List – [redacted - Section 33(1)(b)]

1300 words

Equality, Diversity and Inclusion

For Recruitment Advertising please detail how your organisation will address Equality, Diversity and Inclusion challenges through the life of this Framework Agreement. Your response should include:

- **A description of the challenges faced by the sector at different levels, how staff are supported to understand and address EDI challenges, and an understanding of the reasons for a shortfall of diverse talent and changed expectations**
- **What your organisation does to supply a diverse long and short list whilst reaching a wide pool of talent**
- **Demonstrate what success you have had through ratios for female and BMI candidates shortlisted and appointed**
- **How you monitor and review your EDI policy and practice to ensure that you support institutions to meet the 3 parts of the main Public Sector Equality Duty (Equality Act 2010) and the specific duties in the devolved administrations**

(Weighing 30% - Word Count 1,300)

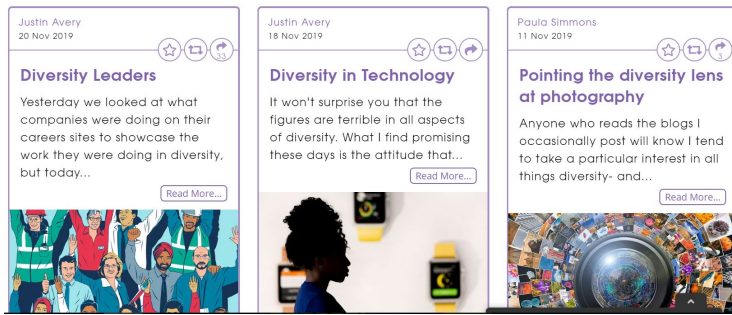
Challenges faced

Public services across Scotland are challenged to ensure that their staff profile matches the communities they serve and to foster an inclusive workplace. Whilst gender and race are obvious rightly focussed on, all protected characteristics need to be considered. Some of these are listed below:

- Race - where 2% of Scottish public service workers identify as minority ethnic versus 4 per cent of the working-age population.
- Disability – where 12% of workers self-declared as disabled versus 19 per cent of the working-age population.
- Age – only 14% of Scottish public service workers are aged 16-29 years, as opposed to 28% of the working-age population.
- Women at a senior level. Whilst there are clear signs of improvement (for example women comprised 43% of the SCS in the Scottish Government at the end of September 2019, an increase of 4% on the 2014 position).

How staff are supported

At TMP we are clear that the promotion of ED&I is both morally right and sits at the heart of the public service ethos. As such, we have a dedicated department within TMP to support our client service teams on all diversity matters. When hiring to our own organisation, we draw on a wider talent pool that drives increased levels of performance and allows for greater creativity and innovation that we can apply to our clients. Furthermore, we promote best-practice at industry level, sharing and exploring new developments. We regularly run workshops for our staff and produce whitepapers and Passle posts around diversity for our team to share with our clients.



On a micro level, we ensure that our people maintain and enhance their understanding of diversity issues, and how these apply in a recruitment and selection context. One way we do this is by sending members of our Assessment Services team on external courses to benchmark our processes and approaches with wider current thinking on best practice.

Understanding the reasons for shortfall of diverse talent

The shortfall of diverse talent is due to a number of factors including:

- Composition of the population – with relatively low numbers of under-represented groups – e.g. BAME communities, compared to rest of UK.
- Lack of awareness of the breadth and diversity of jobs available in public service
- Shrinking public services and low levels of recruitment leading to more people retiring than joining – pushing up average ages.

TMP's Consulting/Insight team is experienced in working with clients to engage with under-represented communities, to understand what is likely to drive positive engagement. This tends to happen through focus groups or interviews, where trust can be built in order to encourage members of these communities to be open and honest about their perceptions.

A range of reasons tend to emerge, including a lack of awareness and understanding of available roles; perceptions around both diversity and inclusivity; pay differentials between the public and private sectors; and perception/experience of the organisation as a customer (which then had implications for perceptions of the organisation as a place to work).

Specifically for BAME communities, better understanding of how to drive recruitment can be achieved through a mapping exercise of commutable areas around the areas where we know BAME communities live.

Supply a diverse long/short list

At times conventional attraction methods struggle to generate sufficient diversity in candidate pools. For this reason, we've been using a proactive approach to help our clients target candidates who aren't actively looking to change jobs. This has allowed us to improve the quality and diversity of shortlists; while significantly increasing the chances of our clients hiring a great candidate.

TMP casts a wide net, based on market knowledge, from the very start of the sourcing activity. This front end focus ensures diversity throughout the sourcing stage and not, like many others, a topping up of candidates at the end to meet diversity targets.

Our search strategy is to identify people by establishing their suitability for a position based on their skills and experience. This ensures we are avoiding potential discriminatory search terms, such as pursuing achievements as opposed to years of experience. We also support positive action campaigns by using social media targeting, which can enhance messaging to underrepresented groups.

These positive action campaigns are driven from our diversity monitoring programme which is in place to help us better understand how effective we are with regards ED&I. They also help us identify those areas where improvements can still be made.

We're pleased that over the past six months, our talent shortlists have included 41% of applicants from under-represented groups in our own diversity sample, specifically female and BAME candidates.

Success through ratios for female and BAME candidates

[redacted - Section 33(1)(b)]

Policy and practice

We have a written equal opportunities and diversity policy (available upon request). Specifically against the 3 parts of the main Public Sector Equality Duty (Equality Act 2010) TMP has the following processes in place to ensure we support our clients:

Eliminating discrimination and other prohibited conduct – All employees are required to complete an equal opportunities E-Learning module when they start and undertake refreshers on a bi-annual basis. We also have a code of conduct that has a specific section on ED&I which employees are asked to read when they join. This ensures the team are fully up-to-speed with all the latest policies and legislations.

Advancing equality of opportunity – To ensure communications for clients are suitable for a diverse audience, we do the following:

List – [redacted - Section 33(1)(b)]

Fostering good relations – TMP has helped a number of clients to this regard. One example is our work with [redacted - Section 33(1)(b)]

1123 words

Question 2.2.5 – Scenarios

Scenario 1

Please prepare a composite Public Information Notice for insertion into The Herald newspaper for the attached Temporary Traffic Orders.

TMP Response

We would like to use Scenario One as an opportunity to review the way we prepare and produce the monthly Omnibus by introducing alternative cost saving options and benchmarking our proposed new version against the existing format. Publishers are now enforcing a minimum 7pt font size in their classified sections, where the public information notices appear. They will not accept advertisements with setting less than 7pt. [redacted - Section 33(1)(b)]

See appendix: ***RA & PINS - TMP Worldwide - Question 2.2.5 Scenario 1- [redacted - Section 33(1)(b)] PIN Notice.*** [redacted - Section 33(1)(b)]

Scenario 2

A territorial board is opening a new hospital next year.

TMP Response

Strategy

[redacted - Section 33(1)(b)]

We'll hold regular review meetings to monitor candidate pipeline activity; media effectiveness; any shortfalls in application numbers and any key areas we need to consider.

Evaluation of different media options

[redacted - Section 33(1)(b)]

Final recommendations

Table – [redacted - Section 33(1)(b)]

Resource	Activity	Knowledge
Client Partner	Section 33(i)(b)[redacted]	A detailed understanding of the client, their marketplace and the [redacted - Section 33(1)(b)] service delivery areas.
Media Planner	[redacted - Section 33(1)(b)]	Detailed knowledge of media planning, negotiation and success rates of media channels.
Digital Marketing Executive	[redacted - Section 33(1)(b)]	A detailed understanding of social media.
Client Executive	[redacted - Section 33(1)(b)]	A detailed understanding of the client invoicing requirements and TMP internal systems.
Copywriter	[redacted - Section 33(1)(b)]	Skilled and experienced in delivering highly targeted copy.

Scenario 3

A central belt based public body has restructured its digital directorate.

TMP Response

Marketplace and Strategy

The IT/Tech/Digital market is a contractor heavy one, with many organisations – commercial and public sector alike – struggling to recruit. This group don't tend to be active job seekers therefore our campaign needs to reach both active and passive seekers. [redacted - Section 33(1)(b)]

Evaluation of different media options

[redacted - Section 33(1)(b)]

Final recommendations

[redacted - Section 33(1)(b)]

Signposting

Using the job and person spec, we identify candidates through multiple and specific searches on LinkedIn. Bespoke communications are sent out to the identified candidates which makes them aware of your opportunity. A complimentary advertisement on LinkedIn is provided, and a full end of campaign report, capturing any market intelligence gathered is provided.

Indeed.co.uk

Known as the “google for jobs”, Indeed performs extremely well across IT/Digital.

Resources required to deliver

Resource	Activity	Knowledge
Client Partner	[redacted - Section 33(1)(b)]	A detailed understanding of the client, their marketplace and [redacted - Section 33(1)(b)] service delivery.
Digital Marketing Executive	[redacted - Section 33(1)(b)]	A detailed understanding of social media.
Digital Campaign Manager	[redacted - Section 33(1)(b)]	A detailed knowledge and understanding of the candidate market place.
Client Executive	[redacted - Section 33(1)(b)]	A detailed understanding of the client invoicing requirements and TMP systems.
Copywriter	[redacted - Section 33(1)(b)]	Skilled and experienced in delivering highly targeted copy.

Final Recommendations

[redacted - Section 33(1)(b)]

Scenario 4

A public sector body is currently remarketing its brand.

TMP Response

Strategy

[redacted - Section 33(1)(b)]

Evaluation of different media options

Agree campaign objectives

Identify potential media channels, based on knowledge of the market and experience gained by running similar campaigns

Final recommendations
[redacted - Section 33(1)(b)]

Indeed.co.uk

Known as the “google for jobs”, Indeed performs extremely well in the recruitment space

S1jobs.com

A leading job board in Scotland

Resource required to deliver

Resource	Activity	Knowledge
Client Partner	[redacted - Section 33(1)(b)]	A detailed understanding of the client, their marketplace and the [redacted - Section 33(1)(b)] service delivery areas.
Media Planner	[redacted - Section 33(1)(b)]	A detailed understanding and knowledge of media planning, negotiation and success rates of media channels.
Digital Marketing Executive	[redacted - Section 33(1)(b)]	A detailed understanding of social media.
Client Executive	[redacted - Section 33(1)(b)]	A detailed understanding of the client invoicing requirements and [redacted - Section 33(1)(b)] internal systems.
Copywriter	[redacted - Section 33(1)(b)]	Skilled and experienced in delivering highly targeted copy.

Costs

Table - [redacted - Section 33(1)(b)]

Scenario 5

A public sector body is running a generalist recruitment campaign for B Band staff.

TMP Response

Strategy

[redacted - Section 33(1)(b)]

Job boards have formed a large part of the success of previously run campaigns and we recommend [redacted - Section 33(1)(b)]

To address diversity [redacted - Section 33(1)(b)]

Resources required to deliver

Resource	Activity	Knowledge
Client Partner	[redacted - Section 33(1)(b)]	A detailed understanding of the client and their marketplace.
Media Planner	[redacted - Section 33(1)(b)]	Detailed knowledge of media planning, negotiation and success rates of media channels.
Digital Marketing Executive	[redacted - Section 33(1)(b)]	A detailed understanding of Social Media.
Client Executive	[redacted - Section 33(1)(b)]	A detailed understanding of the client invoicing requirements and [redacted - Section 33(1)(b)] internal systems.
Copywriter	[redacted - Section 33(1)(b)]	Skilled and experienced in delivering highly targeted copy.

Final recommendations and costs

Table - [redacted - Section 33(1)(b)]

Scenario 6

A new area of digital development is being created.

TMP Response

Strategy

A contractor heavy marketplace, understanding the key motivators of this group, and how that aligns to your offer will be key. Our [redacted - Section 33(1)(b)]

Evaluation of different media options

[redacted - Section 33(1)(b)]

Signposting

Targeted emails via LinkedIn.

Indeed.co.uk

Known as the “google for jobs”, Indeed performs well in the IT/Dig market.

Technojobs.co.uk

Industry leading Tech jobs job board.

CWjobs.co.uk

An industry leading Tech/IT job board.

Resource required to deliver

Resource	Activity	Knowledge
Client Partner	[redacted - Section 33(1)(b)]	A detailed understanding of the client, their marketplace.

Media Planner	[redacted - Section 33(1)(b)]	Detailed knowledge of media planning, negotiation and success rates of media channels.
Digital Marketing Executive	[redacted - Section 33(1)(b)]	A detailed understanding of Social Media.
Digital Campaign Manager	[redacted - Section 33(1)(b)]	A detailed knowledge of the candidate market place.
Client Executive	[redacted - Section 33(1)(b)]	A detailed understanding of the client invoicing requirements and [redacted - Section 33(1)(b)] internal systems.
Copywriter	[redacted - Section 33(1)(b)]	Skilled and experienced in delivering highly targeted copy.

Final Recommendations and costs

Table - [redacted - Section 33(1)(b)]

Framework Public Bodies take brand safety extremely seriously and look to pursue every possible measure to protect their brands. As such we are looking for tenderers to have a robust approach which is constantly evolving with the latest technologies in the marketplace to ensure the Framework is at the forefront of managing any risk. As stated in Schedule 1, as a minimum, Tenderers must be able to provide the following levels of brand safety management, process and safeguards including, but not restricted to:

- Content Category Exclusions
- Human Vetted Blacklists
- Fraud Protection
- Keyword Blacklists (all Programmatic)
- Specific Content Blocking (Display only)
- Channel Blacklists

- **Third party ad safety**
- **Channel Whitelist/Site Whitelists/PMPs (all Programmatic)**
- **Content Filtering**
- **Negative keywords Searches**
- **Constantly audited domains to ensure white and blacklists are kept up-to-date**
- **Pre-bid technology to block ads being served if risk exists**
- **Semantic blocking technology**
- **Real-time content verification technology**
- **URL keyword blocking technology (the scanning of URLs for inappropriate words)**

Please provide a breakdown of your processes and procedures for tracking and delivery of all brand safety measures that will be deployed as part of the Framework, paying particular consideration to the list of procedures and safeguards above. (Weighing 75% - Word Count 1,200)

Brand Safety, Security and Privacy has always been a concern for businesses, however, more recently it has come to the forefront as a huge topic where large companies have made the headlines with mass data leaks and questionable data sharing. It seems to have become rife in the consumer world and is now making its mark within recruitment, particularly where forms of advertising, such as programmatic, are becoming more the norm. The automation of ad serving (programmatic) within recruitment isn't new, it's more around the drawbacks that have been uncovered as the years progress. Targeted advertising has been the subject of ongoing debate over the years, whether that's behavioural, contextual or demographic - all have their own nuances and can have repercussions if done incorrectly. It's important to note that the responsibility to protect the privacy of users and the serving of content does not solely fall to the platforms, it's also a partnership with client and agency to make sure that rules and regulations are followed.

At TMP we take brand safety seriously, and only partner with platforms that have taken all the necessary precautions.

As the largest purchaser of digital recruitment advertising in the UK, we are actively involved with the Internet Advertising Bureau (IAB) in setting up their guidelines and approved supplier list.

We know from recent TMP **[redacted - Section 33(1)(b)]**

To follow we have specifically provided details around our compliance to the brand safety safeguards you have outlined.

Content Category Exclusions

Yes, provided by the DSP we and the partners use.

Human Vetted Blacklists

[redacted - Section 33(1)(b)]

Fraud Protection

[redacted - Section 33(1)(b)]

Keyword Blacklists (all Programmatic)

Yes, these can be added as part of contextual negative targeting at the keyword level. They need to be agreed and implemented prior to a campaign

Specific Content Blocking (Display only)

Yes, this is included as part of brand safety and can be added to.

Channel Blacklists

Yes, provided by the DSP we and the partners use.

Third party ad safety

Yes, this is brand safety. Each of the internal and external providers cover this area.

Channel Whitelist/Site Whitelists/PMPs (all Programmatic)

Yes, provided by the DSP we and the partners use. All of these are positive targeting only of a website / or channel. PMP's are deal with separately.

Content Filtering

Yes, this is content blocking and is part of both the DSP and ad verification providers we use.

Negative keywords Searches

Yes, these can be added as part of contextual negative targeting at the keyword level. They need to be agreed and implemented prior to a campaign

Constantly audited domains to ensure white and blacklists are kept up-to-date

Yes, this is part of our process and the process of any external providers we use.

Pre-bid technology to block ads being served if risk exists

Yes, this is only available through a direct relationship with an ad verification provider. Pre-bid is an important part of our verification/use of both our own DSP usage and our external partners.

Semantic blocking technology

Yes, similar to keyword blacklists but with automation around themes.

Real-time content verification technology

Yes, this is provided as a standard component of ad verification. Suppliers include IAS, Adloox and Double Verify.

URL keyword blocking technology (the scanning of URLs for inappropriate words)

Yes, keyword blacklists. Content verification works by indexing the content of URL's to look for keywords which need to be blocked as is a component of brand safety.

980 words

Tenderers must demonstrate how it delivers a continuous improvement approach with feedback process to deliver best practice. This must include as a minimum all process and procedures, including timelines in place to address any brand safety breaches, along with feedback and learnings at all stages of the campaign to ensure that all post campaign analyses are embedded into ways of working. Additionally, Tenderers must demonstrate the embedded processes in place to identify and address any new threats as they develop.

(Weighing 25% - Word Count 1,200)

Integral Ad Sciences (IAS) estimates that 3.2% of UK desktop display advertising appears in a brand non-safe environment. This figure is over 10% for video, and this should be a cause for greater concern given that online video advertising is one of the fastest-growing areas for most major advertisers.

Moreover, these figures contribute to significant wasted investment by brands. Estimates suggest that brand safety cost global advertisers more than €5bn in 2018 alone.

What's more, the U.S. Association of National Advertisers (ANA) and White Ops6 calculate that between €7.9bn and €18bn of ad spend is currently lost to ad fraud and bots, and the World Federation of Advertisers (WFA) predicts that this figure could rise to €57bn by 2025.

As such, TMP Worldwide need to ensure that our procedures and protocols are continually reviewed and revised to move at the pace of this change. Over the years, we have worked with a number of high-profile brands and with clients such as **[redacted - Section 33(1)(b)]** – to name a few. We therefore have stringent protocols in place to ensure that Brand Safety is kept as a priority and that improvements are continually made.

Processes and Procedures

As the largest purchaser of digital recruitment advertising in the UK, we are actively involved with the Internet Advertising Bureau (IAB) in setting up their guidelines and approved supplier list. We also only chose to partner with platforms that have all the necessary precautions in place to ensure that we protect the integrity of the brands of our clients. As such, **[redacted - Section 33(1)(b)]**

TAG – Certified Against Fraud

We prioritise use of websites which hold the TAG Certified Against Fraud standard– which is intended to combat invalid traffic in the digital advertising supply chain.

This ensures that the publisher chosen has:

1. Designated TAG compliance officer
2. Attended 'Certified Against Fraud' annual training
3. Complied with Detection and Filtration guidelines
4. Employed Domain Threat Filtering and IP Threat Filtering
5. Implemented Publisher Sourcing Disclosures

However, we do have a number of processes and protocols in place to ensure that we mitigate any risk before it happens:

List - [redacted - Section 33(1)(b)]

Timings, feedback and learnings

Sharing feedback across the agency is key to ensure our teams are kept fully informed around potential security issues for our clients. As we touched on previously, we therefore have [redacted - Section 33(1)(b)]

Our escalation process is activated if any brand threat is identified. The flag is recorded immediately on our issues log and alerts sent directly to the client team and executive sponsor.

[redacted - Section 33(1)(b)]

Most importantly, we will always feedback any brand safety issues to you immediately and offer a solution and update on progress.

Identifying new threats

Due to the large, high profile, public sector client base we work with and the amount of content we place online for your clients, we have a great deal of knowledge already of what may constitute as a risk to our clients before it happens.

We also work closely with our media partners to ensure that we are kept at the forefront of such matters.

1014 words

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, paying particular consideration to the following;

- **detail the location of where all the services will be delivered and managed from, along with an account organisational structure for providing the service; (This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services; provide CV's detailing the location of relevant senior management staff, their experience relevant to their role in the contract and key skills, any strategic media planning and buying accomplishments and any innovative use of media);**
- **Details of the support staff who will be responsible for administering the Framework, their roles, location and reporting lines;**
- **Mechanism for approval of any change to the above;**
- **The contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving and any emergency situations.**
- **Details of formal internal methods of interfaces between the Account Manager and other internal staff within your organisation;**
- **How internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;**
- **Details of complaints procedure and escalation process including where the Account Management Team are unable to resolve satisfactorily or within agreed timescales; and**
- **Training/development and monitoring of performance of the Account manager. (Weighing 75% - Word Count 1,200 / 250 per CV)**

Location of service delivery

[redacted - Section 38(1)(b)], Client Partner and **[redacted - Section 38(1)(b)]**, Client Executive are **[redacted - Section 38(1)(b)]** based Responsible for face-to-face client engagement and relationship building, **[redacted - Section 38(1)(b)]** is the key contact for this framework. Covering Scotland, **[redacted - Section 38(1)(b)]** works with our clients to understand their recruitment challenges and in collaboration with our subject matter experts, puts together our recommendations. This extends beyond the media buying and planning of the campaign, and through every stage of the candidate journey, giving advice and guidance as to how to ensure the candidates enjoy the best possible experience. For PINs, **[redacted - Section 38(1)(b)]** works with our Production Director auditing existing PIN advertising templates, looking for cost savings in template style.

[redacted - Section 38(1)(b)] is office based and is the lead Client Executive for **[redacted - Section 33(1)(b)]**. **[redacted - Section 38(1)(b)]** manages the client service inbox, where all advertisements are sent into. He distributes them to named Client Service colleagues where all advertisements are subject to rigorous quality control and legality check processes culminating in our clients receiving proofs of advertisement, costs and approval deadline. Upon receipt of a PO, the advertisements are booked with the media, and for digital advertisements, links sent to the client.

Names of key senior and account management individuals + CVs

[redacted - Section 38(1)(b)] has been the Executive Sponsor on the Scottish Government Framework since 2016 and will continue to oversee the contract. **[redacted - Section 33(1)(b)]**

[redacted - Section 38(1)(b)]. **[redacted - Section 33(1)(b)]** attends the Scottish Government quarterly review meetings, and provides support to **[redacted - Section 38(1)(b)]** and the team as required.

[redacted - Section 38(1)(b)] As Contract Lead for the Scottish Government Rec & PIN Advertising framework, **[redacted - Section 38(1)(b)]** has grown the framework uptake from 4 clients, to over 50, and has worked with those clients and **[redacted - Section 38(1)(b)]** colleagues to **[redacted - Section 33(1)(b)]**. **[redacted - Section 38(1)(b)]** knowledge of the Scottish marketplace is second to none and **[redacted - Section 38(1)(b)]** brings a thorough understanding as to the challenges faced by **[redacted - Section 33(1)(b)]** clients – across all sectors and job types. **[redacted - Section 38(1)(b)]** key skills are relationship building and project delivery.

[redacted - Section 38(1)(b)] manages a team of **[redacted - Section 33(1)(b)]** in total, who work with the full range of TMP clients – including the Scottish Government. **[redacted - Section 38(1)(b)]** will ensure that the recruitment advertising team working on the framework and its' clients deliver to the agreed SLAs and KPIs.

[redacted - Section 38(1)(b)]. Upon any organisation choosing to use the Scottish Government framework, **[redacted - Section 38(1)(b)]** will **[redacted - Section 33(1)(b)]** will also focus on building client relationships, sharing knowledge and understanding to the complexities of the PIN landscape. **[redacted - Section 38(1)(b)]** has ensured our **[redacted - Section 33(1)(b)]** will always suggest ways of making any request as cost efficient as possible.

Diagram - [redacted - Section 38(1)(b)]

Accomplishments and innovation

A multi award winning agency, our most recent wins were at the Recruitment Advertising

Awards (RADs) in January - the industry Oscars. We won four awards for 'Innovation', 'Best Use of Social' and 'Out of Home'. The final award was for 'Work of the Year' for the AA with judges stating: "*{the team} have produced work that has never been seen before in our industry.*" At the Recruitment Marketing Awards (RMAs) we won 'Employer Brand', 'Video', 'Recruitment Effectiveness' and the 'Grand Prix' for our work with Manchester Nurses.

Pictures - [redacted - Section 38(1)(b)]

Details of the support staff

Those listed will continue to be directly involved in providing services to this framework. They are supported by a much larger team of [redacted - Section 33(1)(b)] in addition to a wider team of subject matter experts.

Recruitment Advertising team – Reporting to [redacted - Section 38(1)(b)] Office based [redacted - Section 33(1)(b)]

List - [redacted - Section 38(1)(b)]

PINs team – reporting to [redacted - Section 38(1)(b)] Office based in [redacted - Section 38(1)(b)]

List [redacted - Section 38(1)(b)]

Social Media team – reporting to [redacted - Section 38(1)(b)]. Office based and are responsible for building and executing social media campaigns.

List - [redacted - Section 38(1)(b)]

Creative team – reporting to [redacted - Section 38(1)(b)] , Head of Creative [redacted - Section 38(1)(b)]

Office based and are responsible ensuring advertisement wording is legislatively compliant on message and advertising templates are on brand.

List - [redacted - Section 38(1)(b)]

Media Planning and Buying team – reporting to [redacted - Section 38(1)(b)] Are responsible for planning and buying most efficient and cost effective media.

List – [redacted - Section 33(1)(b)]

Mechanism for approval of any change to the above;

Should there be a change of key account handling staff, Scottish Government will be immediately informed and will be introduced to the proposed replacement before final appointment is made by TMP.

The contingencies in place to ensure business continuity

TMP's Business Continuity Plan ensures that should an incident occur, the business can continue to deliver against the client SLAs. Workflow can be redirected from one office to another, and in terms of the creation and production of advertising, as the workflow system is online, it can be instantaneously redirected to one of the two hubs across the country.

The structure of our account teams is flexible, enabling us to cover any short-term absence or annual leave. Employees are required to give a reasonable period of notice before taking annual leave, enabling us to plan for their absence. For any long-term or permanent

changes to the account team, we will inform the client, and discuss replacement of the account team member.

[redacted - Section 33(1)(b)]. All senior members of staff have company mobile phones and home internet and are available out of hours.

Details of formal internal methods of interfaces between staff within your organisation;

For each project or request, it is compulsory to complete the necessary forms and as such, we have a number of formal internal briefing forms for: media; creative; project delivery; social media; client service booking requests. From these forms, our statement of work documents; project plans; media plans; social media requests are produced. All staff complete timesheets which are aligned to each project and request.

How internal standards are managed and communicated

At the outset of a project, a Project Manager is assigned and part of their role is to prepare a clear set of deliverables, including sign-off/approval procedure for both internal and client teams. The detailed statement of works and project plans/timelines, provide clear guidance for monitoring standards and approval, and this detail is shared with our clients. From a client perspective, we ask that approval is confirmed via email.

Details of complaints procedure and escalation process

The approach taken to resolve a complaint will be fully dependent on the nature of the issue.

List - [redacted - Section 38(1)(b)]

Summarised below is our list of escalation contacts, including the chain of command for problem resolution:

List - [redacted - Section 38(1)(b)]

Training/development and monitoring of performance

At TMP, we have a robust and structured Performance Management process. **[redacted - Section 38(1)(b)]**, Client Partner and main contact for this contract, reports directly into **[redacted - Section 38(1)(b)]**, Managing Partner. On a monthly basis, **[redacted - Section 38(1)(b)]** conduct a formal one-to-one session, reviewing the previous months activities and agreed objectives, and setting objectives for the following month. On an annual basis, **[redacted - Section 38(1)(b)]** has a formal Annual Performance Review which covers the previous years' personal development plan objectives; summary of progress against objectives; performance rating; development and progression; following years personal development plan and objectives, including training requirements. Throughout the year, TMP delivers training via group sessions and webinars on subjects such as – diversity & equality; latest technology; candidate behaviour; assessment services etc, which **[redacted - Section 38(1)(b)]** attends.

1200 + 526 CVs

Business Management - In order to meet the contract management requirements outlined, the contractor must have well established formal tracking tools to deliver the service. These do not have to be accredited but must be used as a formal monitoring mechanism within your organisation. Please provide a detailed breakdown of your processes for tracking and delivery, paying particular consideration to the following:

- details of all tools and processes to track and report on progress of tasks;
- management reporting arrangements employed to monitor tasks;
- how these outputs will contribute to the management of risk and inform future activities; and
- formal methods/process for identifying and addressing errors or under delivery including how and at what stage the client is informed

(Weighting 25% - Word Count 1,500)

Tools to track and report on progress of tasks

Campaign Management

From a media campaign perspective, [redacted - Section 33(1)(b)] use of a campaign's media performance statistics will allow us to continually monitor effectiveness against key objectives, optimise campaign performance and, most importantly, maximise the return on investment.

Tracking works by having [redacted - Section 33(1)(b)]

List - [redacted - Section 33(1)(b)]

As a result, every piece of online creative, job posting copy, and the keywords we bid on in search engines, is [redacted - Section 33(1)(b)].

CM works closely with the media to ensure that media representatives act quickly to changing demands. It also includes the [redacted - Section 33(1)(b)]. This information is then passed on to internal TMP staff to ensure that we can review progress and media effectiveness.

We need to ensure that campaign creative and copy can report on the performance of a campaign, so we rigorously [redacted - Section 33(1)(b)]. Regarding Pay Per Click activity, we monitor and report on the performance of [redacted - Section 33(1)(b)].

The CM team also works closely with the Client Service and Media Planning team to ensure all amendments to creative and copy are redesigned, retagged and redistributed to media as efficiently as possible, ensuring the executions are live and correct.

Performance Reporting

MI is an area that TMP continues to invest in, as acts as a key differentiator for us within the marketplace. Completely flexible and tailored client by client, it is used at every stage of a campaign, including:

- **List - [redacted - Section 33(1)(b)]**

Reports are delivered in two [redacted - Section 33(1)(b)]. By monitoring the campaign on a [redacted - Section 33(1)(b)], we can identify underperforming media and [redacted - Section 33(1)(b)]. Example Dashboard below:

Diagram - [redacted - Section 33(1)(b)]

Arrangement employed to monitor tasks

TMP has a dedicated Delivery Team, comprised of [redacted - Section 33(1)(b)] whom support the Client Service teams in the delivery of all projects. The team is headed up by [redacted - Section 38(1)(b)] . [redacted - Section 38(1)(b)] sits on the Management Team.

The TMP Project Managers all use a common methodology which is aligned to the principles from the Institute of Project Management. This covers both the principles we follow as well as control documents used to guide TMP and client through the project's life. Supporting the Client Partners and Managers, the Team manage the delivery of campaigns end-to-end, from the brief, to development of creative concepts, and from marketing schedules to post campaign performance analysis. They follow tried and tested best practice planning and scheduling processes to support efficient delivery and successful outcomes.

Management of risk and inform future activities

All the Project Managers within TMP, employ a set of flexible project principles based on a robust, well-practiced approach. This is after all, about delivering a piece of work for clients on the framework so our best practice documents are able to flex to ensure they are fit for purpose and work with each client's processes.

However, there are some fundamentals that are followed to ensure all stakeholders see the project delivered to the confirmed quality measure, for the right cost and within the time agreed. To do that, we follow a set-up process which results in clarity for both parties on the '*what, when, how & who?*' This set up and subsequent outputs ensure we manage risk and have information to inform future activities:

List - [redacted - Section 33(1)(b)]

The approach that TMP use is flexible but robust. We are familiar with scoping, controlling and delivering large-scale, complex and multi-disciplinary projects that cut across organisations. Equally we are able to flex-down should the requirement dictate.

Identifying and addressing errors

Once we receive any ad copy from a client, we follow the same rigorous QA process and, as a consequence, our error rates are extremely low.

Pre-production quality checks

List - [redacted - Section 33(1)(b)]

Another way to mitigate future errors is to ensure we continually review the service we are providing. We believe that review meetings are essential to the successful running of any ongoing contract, the value of service discussions, meeting the stakeholders and forging a close relationship, reviewing the public notice and recruitment landscape and sharing knowledge cannot be understated. We will include KPI and SLA discussions and also ask your stakeholders to feedback on the service we provide.

Feedback received will always be taken seriously. The account team will meet to discuss the feedback provided by the client and, from this discussion [redacted - Section 33(1)(b)]. After the service changes have been approved, we will provide you with regular reports on their effect. A follow-up meeting will be scheduled to ensure your satisfaction with the changes.

Finally, and whilst we hope you never had an issue with us, TMP has an escalations process in place so all complaints are resolved in a speedy and efficient manner. The approach taken to resolve a complaint will be fully dependent on the nature of the issue. If a client has a complaint about our service, this is immediately communicated within the account team so that everyone is aware of it, and the issue is resolved as soon as possible. If it is a large or long-term issue, we agree a plan of action with the client to resolve it, together with steps to be taken and timescales. We take an open and honest approach to manage their expectations from the outset.

Summarised below is our list of escalation contacts, including the chain of command for problem resolution:

List - [redacted - Section 33(1)(b)]

1497 words

Please describe how your organisation will deliver the service levels detailed in Schedule 1 of the Entire Agreement, paying particular consideration to: financial management i.e. accurate and timely invoicing, and full detail of the management reporting and resolution of unbilled/part-paid media, response times, exception reporting and management reporting, Framework Public Body care methodologies and customer relationship management.

(Weighting 20% - Word Count 1,000)

Delivering to the service levels

As the first stage during the re-implementation phase, we will work with the Scottish Government contract manager to review the current SLA in line with the new contract requirements and subsequently roll this out to all clients on the framework. We will also speak to the clients on the Framework to discuss any bespoke requirements they may have; KPIs do not only have to be just service related. They can also be linked into the client's overall contract goals – i.e. improving diversity stats, for example.

We have reviewed the KPIs in your tender and are happy to comply with these. As you have clearly outlined in Schedule 1, once KPIs are firmly established it's important to monitor and review these. We therefore welcome the re-introduction of the balance scorecard as a way of monitoring our performance against the SLA and KPI points you have outlined. Should you choose to re-introduce this, we would work with you to ensure that there is adequate uptake from all clients on the framework to ensure you receive a true and balanced overview of our performance. This also will enable us to make continual improvements to our service. To date, we have received encouraging comments on the balance scorecard for the service we provide, some of which you can see below:

“Very helpful in offering solutions for hard to fill posts and responding quickly”

“Quick response and turnaround times for information in relation to publications”

“Excellent provision of market intelligence, seminars, offers to assist with particular aspects of campaign and beyond”

However, should you choose not to re-introduce the balance scorecard, your Client Partner **[redacted - Section 38(1)(b)]** will work with the Scottish Government contract manager to discuss other ways in which we can monitor performance going forward. For some clients, for example, we **[redacted - Section 33(1)(b)]** which we share at scheduled review meetings. TMP and Scottish Government will discuss the agreement and raise any elements they believe haven't been adhered to. However, we expect with any client relationship, any issues will be raised as and when they happen as opposed to waiting until review meetings to ensure a prompt resolution.

Diagram - [redacted - Section 33(1)(b)]

Financial Management – Accurate and Timely invoicing

TMP works with many frameworks and other organisations whereby a master client code needs to be set-up for reporting purposes but the payment points are for individual clients. Our **[redacted - Section 33(1)(b)]**. This enables us to provide consolidated MI at Framework level – detailing costs and savings etc - whilst ensuring payment terms and specific invoice detail for each individual client is adhered to. All invoices are checked before they leave the office to ensure the detail is correct and the information which appears on the system is inputted by the account handler to ensure accuracy of detail.

Resolution of unbilled/part-paid media

Our finance team continually monitors unbilled and part-paid media invoices and, as a consequence, will chase the media for the invoice to avoid any discrepancies on the account. Due to continually monitoring this, we do not have a great deal of unbilled media. However, as part of the contract, we are happy to continue to report this detail to you in a three monthly report and reimburse or **[redacted - Section 33(1)(b)]** . This is obviously on the basis that we are not billed from the media in due course.

Framework Public Body care methodologies and customer relationship management

We believe that review meetings are essential to the successful running of any ongoing contract. These enable us to not only review past campaigns, processes and the progress of the relationship, but also provide an excellent forum to develop and monitor the overall strategy, by looking at innovative ways to address key target groups and display of all Public Notices.

[redacted - Section 38(1)(b)] your Client Partner, along with the support of **[redacted - Section 38(1)(b)]** for PINs, will be on-hand for any client meetings, review meetings and be involved to onboard any new clients onto the framework We continually request feedback on the service and welcome this to ensure we are exceeding expectations. Feedback received will always be taken seriously. The account team will meet to discuss the feedback provided by Scottish Government from this discussion **[redacted - Section 33(1)(b)]** will be created and provided to Scottish Government for review. A follow-up meeting will be scheduled to ensure your satisfaction with the changes.

Response times

The response times for the service will be clearly outlined in the framework SLA which all client SLAs will be based on. Likewise with associated KPIs. This will be shared and regular reviewed with clients at regular, pre-agreed review meetings.

Exception reporting and management reporting

Due to a robust implementation process, we are able to provide reporting at frequencies agreed with the client. This will include **[redacted - Section 33(1)(b)]** as and when required. Or reports to help determine the best coverage of media for PINs. We would also provide in-depth monthly MI providing an overview report which includes analysis of:

List - [redacted - Section 33(1)(b)]

989 words

**Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the contract, including contract transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland. .
(Weighting 20% - Word Count 800)**

Capacity to deliver

For this contract Scottish Government will benefit from having a **[redacted - Section 33(1)(b)]** team (supported by senior **[redacted - Section 33(1)(b)]**). The team is split by PINs and Recruitment Advertising to ensure bodies on the Framework will always have a knowledgeable 'go-to' person available for either service.

Your team is headed up by Edinburgh-based **[redacted - Section 38(1)(b)]** who will continue to dedicate 100% of her time on **[redacted - Section 33(1)(b)]**

Unlike our competitors, we don't outsource production and our typesetters are City and Guilds trained. We chose to **[redacted - Section 33(1)(b)]** at a time when the majority of our competitors opted to **[redacted - Section 33(1)(b)]**, and that those working on our client business operate to the same values, ethics and quality control processes. Neither are we at the mercy of time differences with overseas operators. This ensures a quality and efficient service.

The size of the team reflects the importance this contract continues to have within TMP and the resourcing of the current contract equally reflects this. However we recognise that whilst providing you with a dedicated team is beneficial for understanding your requirements and building a successful working relationship, there will inevitably be times when members of your account team are unavailable.

As a result, TMP is proactive in addressing this; we have a number of measures in place to ensure continual service delivery. The structure of our account teams is flexible, enabling us to cover any short-term absence or annual leave. TMP employees are required to give a reasonable period of notice before taking annual leave, which will enable us to plan for their absence and arrange the necessary resources to ensure that there is no disruption in our service.

For any long-term or permanent changes to the account term (e.g. due to long-term sickness/maternity leave), we will inform the client of this situation, and discuss replacement of the account team member. Wherever possible, we will undertake a handover period and fully brief the new team member on your requirements.

To date, there have **[redacted - Section 33(1)(b)]**

Contract Transition

If TMP retains the contract, there will be no disruption to the service and, as a consequence, minimum risk to Scottish Government. However, as part of the recommended re-implementation programme, we will review the existing service levels with **[redacted - Section 33(1)(b)]** clients on the Scottish Government framework contract and update any changes in financial contract terms for this new contract. Any outputs and actions of this review would then be shared in a formal contact report within 48hrs.

We appreciate there are some organisations not currently using the Framework, and **[redacted - Section 38(1)(b)]** will continue to advise these organisations that the Framework is in place and promote its benefits. The microsite we built for the current contract will be updated and shared with both Framework and non-Framework users alike further increasing engagement and interest.

Covering changes in demand

We recognise that your requirements may fluctuate throughout the year depending on the number of vacancies/statutory notices you may have. In line with this, we can flex your account team up or down, increasing or decreasing the percentage of time account team members spend on your account. **[redacted - Section 33(1)(b)]** meaning we can quickly and efficiently absorb additional volume in terms of new clients, or last minute campaigns. This ensures that we will meet your requirements at all times.

TMP staff also use online timesheets to record which of their client accounts they are dedicating their time to. This means that we can accurately measure the time spent on various client accounts, ensuring the relevant amount of resource is allocated to it.

Providing a consistent, quality service

TMP can commit to delivering a client-centred service delivery, regardless of geographic location, level of activity or spend. And, each client organisation will be supplied with bespoke mutually agreed SLA and KPIs, which **[redacted - Section 33(1)(b)]** (bespoke to this framework only) - will ensure that the service delivery exceeds client expectation.

At the conclusion of any project or campaign **[redacted - Section 33(1)(b)]**. The activity will be monitored and reported back to Scottish Government during our recommended regular meetings with the framework contract owner. Our **[redacted - Section 33(1)(b)]** will monitor **[redacted - Section 33(1)(b)]**. As mentioned previously **[redacted - Section 38(1)(b)]** , your dedicated Client Partner, will assume responsibility for this transition and ongoing day-to-day contract management.

800 words.

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity under each situation.

(Weighting 30% - Word Count 800)

The very nature of our business means that sometimes challenges and requirements need urgent or immediate attention. Our standard availability is between **[redacted - Section 33(1)(b)]** , and your dedicated Client Partner, **[redacted - Section 38(1)(b)]** carries a mobile phone which will be made available to all clients on the framework; ensuring that she is contactable via phone or email even when she is out of the office.

And as the largest buyer of classified recruitment and public notice media in Scotland – and the rest of the UK - **[redacted - Section 33(1)(b)]**. This enables us to turnaround last minute requests more effectively. In addition, all of our client teams have client portfolios that take up **[redacted - Section 33(1)(b)]** of their time, ensuring we have the capacity to manage urgent or unexpected projects.

Once the client has sent an urgent request via email, or by phone call, acknowledgement is made within an hour. Then, depending on whether this is a PIN or Recruitment request, the process is as follows:

PINs

List - **[redacted - Section 33(1)(b)]**

Recruitment

List - **[redacted - Section 33(1)(b)]**

Example **[redacted - Section 33(1)(b)]**

CLIENT QUOTE:

Having worked with TMP for a number of years now, I can honestly say that, having them process our adverts for us has been faultless!

*With the ever-increasing pressures we face in the Local Authority on a day-to-day basis, we quite frequently have had to request adverts to go out to the local press with very little notice. Both **[redacted - Section 38(1)(b)]** have assisted me in getting these adverts out to press within a near impossible timeframe.*

*Most recently, we received a Temporary Traffic Regulation Order (TTRO) request for a road closure that had to be advertised at short notice at it was also late in the day. Unfortunately, my email account had technical issues and therefore I wasn't able to receive any emails, so I wasn't able to approve the proofs for the adverts. Had it not been for **[redacted - Section 38(1)(b)]** endeavouring to contact me over the phone I would have missed the opportunity to get the TTRO notice out on time in the press. It's this level of professionalism and 'can do' attitude that makes it a pleasure working with TMP.*

A huge THANKS to everyone at TMP for the excellent service that they provide!

[redacted - Section 38(1)(b)] Technical Officer [redacted - Section 38(1)(b)]

792 words

Please provide examples of the management information in accordance with Schedule 1 and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.

(Weighing 20% - Word Count 800)

Providing transparent Management Information (MI) is a core part of our service and something we have heavily invested in over the years. We currently provide reports for **[redacted - Section 33(1)(b)]**. We therefore have demonstrable experience in providing consolidated reporting for contract managers of the Frameworks as well as tailored MI to suit each clients' individual needs.

On award of this current contract in 2016, **[redacted - Section 38(1)(b)]** – Scottish Government dedicated Client Partner – worked with each of the **[redacted - Section 33(1)(b)]**

clients on the Framework to ensure that each body received MI bespoke to their requirements. Should we be successful, post-contract award and as part of the re-implementation process, **[redacted - Section 38(1)(b)]** will revisit the clients on the Framework to ensure that the current MI is still fit for purpose and make any necessary adjustments as required going forward. Equally, **[redacted - Section 38(1)(b)]** will work with the Authority's Strategic Contract Manager to **[redacted - Section 33(1)(b)]**

If we are successful, the Scottish Government and each of the Framework public bodies will **[redacted - Section 33(1)(b)]** following reports:

List - [redacted - Section 33(1)(b)]

You have requested to see examples of MI and an example of a monthly spend report for **[redacted - Section 33(1)(b)] Appendix TMP Q2.5.5 – Example MI**. The format of the report is in excel however and, as such, we have therefore also provided a screen shot of some of the detail below. As you can see, the report clearly demonstrates the level of savings made for the client.

Diagram - [redacted - Section 33(1)(b)]

Additional Reporting – Campaign Management

MI is both a high-level strategic planning tool and also a method of monitoring the performance of a campaign on a micro level. Measuring the effectiveness of any campaign – during and at the end - is a key part of our process. We have our own tracking and reporting function, known as **[redacted - Section 33(1)(b)]**. This improves our understanding of which media and their products are delivering value for money. Campaigns are reviewed on a regular basis. When campaigns are not performing the team **[redacted - Section 33(1)(b)]**. For customers to be able to share and have a real-time feed on these insights, our performance data is presented in a client-friendly format, known as a dashboard, on a weekly/monthly basis and talked through with the account team.

In addition, we work closely with bodies to understand how **[redacted - Section 33(1)(b)]** . Each dashboard is accompanied by **[redacted - Section 33(1)(b)]** . A variety of metrics can be used to assess the performance of each media including **[redacted - Section 33(1)(b)]** and then on to **[redacted - Section 33(1)(b)]**. Agreed KPIs and benchmarks will then be evaluated against the dashboard results.

The detailed information enables TMP to set expectations to the publishers, ultimately providing a foundation for continuous improvements in media planning. At the end of a campaign, [redacted - Section 33(1)(b)] , thus allowing us to [redacted - Section 33(1)(b)] , identify learnings and make recommendations. An example End of Campaign Dashboard follows.

Diagram - [redacted - Section 33(1)(b)] .

How the MI will identify and manage activity of the Framework

List - [redacted - Section 33(1)(b)]

784 words

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

- how you will ensure staff are trained and developed in order to keep up to date with best practice, market developments and emerging technologies, with particularly emphasis on the digital landscape, so as to provide a current and innovative service to Framework Public Bodies; and**
- proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.**

(Weighting 10% - Word Count 800)

Ensuring staff are trained and developed

Ensuring our clients have competent and knowledgeable staff working on their account starts at the moment they apply for a role at TMP and continues throughout their career with us. TMP has a robust recruitment process. Candidates are asked killer questions against our values and then asked to submit a CV and complete a competency based interview. [redacted - Section 33(1)(b)] are also requested to present as part of the process. Once an employee starts at TMP they have a full induction programme, managed by their line manager.

During the probation period, the minimum formal check in periods are during week 1, 6, 10 and 12. We also have a performance review process within TMP whereby objectives are set at the start of the year with formal 1-2-1 Performance Discussions scheduled. Training needs are identified at the start of the year and facilitated (where appropriate) by HR. All training is designed to ensure that individuals develop to their full potential, have the latest market knowledge at their fingertips, and are able to progress their careers within TMP.

Once past probation, we invest time in ensuring the teams have appropriate levels of knowledge and understanding of client organisations. Your team are part of a monthly [redacted - Section 33(1)(b)] which equips them with insights into the latest developments and innovations in recruitment and public notice advertising. Being part of PeopleScout, we now have – [redacted - Section 33(1)(b)] which ensures the team are fully equipped with the qualifications and information they need to perform their jobs to the best of their availability.

For recruitment specifically, we hold **[redacted - Section 33(1)(b)]**. The agenda points cover sharing of client work and specialists across the business also attend to share latest insights and market information. We also run **[redacted - Section 33(1)(b)]** across our offices to ensure our teams are fully aware of the ongoing changes in this area.

For PINs, we have attended Publisher Open Days and Forums where the Public Notice landscape is always high on the agenda. We have had office visits from various central and local government clients, spending a day with our Public Notice team which has given them a valuable insight to our process.

Monitoring/improving ongoing service

We build strong relationships with our clients. This is evidenced by our excellent customer retention and the continual feedback we invite, both at BAU/project level as well as through more formal quarterly updates. For this contract, we propose to issue a **[redacted - Section 33(1)(b)]**. The outputs from both will result in action points at both framework and an individual client level. These agreed action points will input into the operational and strategic reviews and progress against each action will be reported at agreed timescales.

Of course, having regular reviews on the service is vital to ensure we are continually improving and meeting agreed KPIs. These meetings will be scheduled and diarised in advance and attended by **[redacted - Section 38(1)(b)]** Client Partner. For PINs, **[redacted - Section 38(1)(b)]** will also attend. Any feedback on service will be recorded and monitored. To date, we have received very positive feedback on the service – in both Recruitment and PINs – which TMP provide. We believe this is due to the experience of our dedicated team working on the account and the strong relationships we have forged with clients on the Framework.

“TMP have been setting our press notices since October 2016. The continued service they provide is without doubt seamless and reliable. The dedicated and enthusiastic team we directly deal with are extremely approachable and continually strive to meet our sometimes challenging and at short notice, demands, with exceptional professionalism. They are a very customer focused organisation which importantly translates to the customer as time and cost savings.” **[redacted - Section 38(1)(b)]**

Most importantly we want to be strategic: TMP will provide insights to what **[redacted - Section 33(1)(b)]**. Often, the proposition on paper is very similar, so we have had to approach the campaigns and how we tell their stories in ever more bold and innovative ways. We have tried and tested both traditional channels as well as social channels and PPC models and have robust data showing performance of each. Alongside this, powerful creative that pushes boundaries, be that through film or other visuals, brings the service to life.

Regarding PNs, we will give the users regular updates, we will show them **[redacted - Section 33(1)(b)]**. They will have considered their legal obligations, we will work with them to achieve their initiatives and show cost savings.

<p>2.6.2</p>	<p>Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (and sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) and to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum).</p> <p>1. Please describe the management approach to Information Security and Data Protection, including responsibilities, and risk assessment.</p>	<p>1 Information and Data Security is the responsibility of the Data protection officer working with functional heads as required. The roles of the Data Protection Officer are as follows</p> <ul style="list-style-type: none"> o Briefing the Leadership Team on Data Protection responsibilities. o Reviewing Data Protection and related policies. o Advising other staff on Data Protection issues. o Ensuring that Data Protection induction and training takes place. o Handling Subject Access Requests. o Approving unusual or controversial disclosures of personal data. o Approving contracts with Data Processors. o ICO Registration and renewal <p>Our approach to Risk Management is mandated in our Risk Management Policy document and can be summarised as –</p>
--------------	---	--

		[redacted - Section 33(1)(b)]
	<p>2 Please describe where data shared by the Framework Public Bodies will be processed and how it will be secured, including any encryption controls and also including the measures put in place with sub-contractors.</p>	[redacted - Section 33(1)(b)]
	<p>3 Please describe how data will be secured during transmission between the Framework Public Bodies, the Contractor and sub-contractors, including any encryption controls and use of usb memory sticks.</p>	[redacted - Section 33(1)(b)]
	<p>4 Please describe the measures in place to protect computers, software, middleware and infrastructure used to process the Framework Public Body data against loss or compromise from cyber-attack and crime, including the use of firewalls, user accounts and passwords, secure storage.</p>	[redacted - Section 33(1)(b)]
	<p>5 Please describe the measure in place to ensure that only authorised individuals have access to only that data required for them to perform their role, and thus reduce the risk of information being lost or stolen.</p>	[redacted - Section 33(1)(b)]
	<p>6 Please describe the measures taken to ensure that data processed digitally is protected from malware, virus and untrusted software.</p>	[redacted - Section 33(1)(b)]
	<p>7 Please describe the processes in place to ensure that computers, software, middleware and infrastructure, upon which</p>	<p>7 The IT team are responsible for</p>

	<p>the service relies, are patched with updates/hotfixes to ensure they are not vulnerable to known security issues.</p> <p>8 Please describe what training is given to employees, contractors and sub-contractors in regard to information security and data protection, including lone and home workers.</p> <p>9 Please describe how back-ups of the data will be taken and protected. Also, how data will be restored in the event of an incident, to ensure business continuity and continuity of the service offered within this framework.</p> <p>10 Please indicate if such Disaster Recovery procedures are tested, how often, and the date of the last test.</p> <p>11 Tenderers should provide details of any Information Assurance certification they possess, or standards they conform to (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents).</p>	<p>identifying and installing patches on all our business systems. Patches are installed in compliance with our change control policy.</p> <p>8 All staff are trained on data security as part of their induction, with refresher training given at least annually. This training covers all aspects of our approach to data security in terms of day to day data handling tasks and wider company policies, such as anti-bribery and corruption.</p> <p>[redacted - Section 33(1)(b)]</p> <p>10. We have a full Business Continuity Policy that covers our approach.</p> <p>[redacted - Section 33(1)(b)]</p> <p>11. We are Cyber Essential Plus accredited - IASME-A-06782</p> <p>Word Count 1800</p>
--	--	---

2.7.2	<p>Tenderers must describe how they will commit to fair work practices for workers (including any agency, sub-contractor workers) engaged in the delivery of this Framework. Responses need not be constrained to, or be reflective of any of examples given below:</p> <p>Answers will reassure evaluators that your company is adopting relevant fair work practices in the delivery of the contract in line with the Fair Work Framework, see also 1 pager What is Fair Work – Information Sheet.</p> <p>In your response you should describe how you are adopting the “Fair Work First” practices, a minimum ask of suppliers:</p> <ul style="list-style-type: none"> • investment in skills and training; • no inappropriate use of zero hours contracts (for example using zero hours contracts when people are working regular hours; exclusive contracts that stop flexible workers working for other people); • action to tackle the gender pay gap; • genuine workforce engagement such as trade union or employee association recognition; and • fair pay for workers (for example, the real Living Wage, see 1 pager What is the real Living Wage - Information Sheet) <p>Awarding wider fair work practices, which in respect of this contract can include, for example a positive approach to rewarding staff at a level that helps tackle inequality (for example paying the Real Living Wage); improves the wider diversity of your staff, such as improving the gender balance in supervisory and management roles; provide skills and training; opportunities to use skills which help staff fulfil their potential (for example offering genuine career progression opportunities or accommodating lateral career movement); provides flexible working arrangements to accommodate a work / life balance; avoids exploitative employment practices, such as through the use of umbrella companies and promotes security of employment and that your company will demonstrate organisational integrity with regards to the delivery of those policies.</p> <p>This reassurance can include a variety of practices which demonstrate your approach to fair work and should be tangible and measurable examples that can be monitored and reported during contract management procedures.</p>	<p>100%</p> <p>Word Count 1200</p>
-------	--	--

TMP Response

Investment in skills and training

Individual development and growth are important to the success of our business and we are committed to and recognise the advantages of internal progression.

The learning, development and growth are incorporated into our 1-to-1 process and performance reviews. The focus being on helping individuals progress into more senior roles or diversifying to broaden their skills and improve their earning potential.

Where professional qualifications are a requirement of a role we will sponsor and individual to achieve this.

Employees are given time and opportunity to undertake learning and development that supports the achievement of their objectives and personal development.

We undertake both skills and behavior training which is available through both classroom and eLearning.

As a business we believe in the 70,20,10 learning model principles and reinforce this through our communication with employees.

We believe in the importance of providing internal progression and development opportunities and monitor this on a quarterly basis.

All vacancies, promotions and changes have to go through an established approval process, before offers can be made. The fair and equitable application of the recruitment and selection process is monitored by the HR team. Managers receive guidance in the application of our Recruitment Policy, which includes information about unconscious bias. All interviews are structured using **[redacted - Section 33(1)(b)]**

Zero Hours Contracts

[redacted - Section 33(1)(b)]

The use of zero hours agreements does not compel the individual to accept hours offered, they are free to turn them down without there being any detriment.

Gender Pay Gap

A **[redacted - Section 33(1)(b)]** has been set up to work to look at ways to support the progression of female talent in the business and so reduce the gender pay gap.

[redacted - Section 33(1)(b)]

Initiatives have been identified that are designed to remove obstacles promote opportunity and improve progression in the business for female talent.

Workforce Engagement

We actively seek feedback from our employees through various forums. Every **[redacted - Section 33(1)(b)]** we conduct an employee pulse survey, to identify the things we are doing well and the areas where we can improve. The feedback from these surveys is shared with the whole business and is reported right down to team level.

We have an **[redacted - Section 33(1)(b)]** , which meets once every **[redacted - Section 33(1)(b)]** , and is a forum for the employees to meet with a member of the leadership team to discuss ideas, suggestion and concerns. In addition to this there are various forums for sharing information and receiving feedback, including **[redacted - Section 33(1)(b)]**.

Fair pay for workers

As an organisation **[redacted - Section 33(1)(b)]** . We are aware of the living wage foundation figures and are mindful of this when benchmarking our salaries.

At present we **[redacted - Section 33(1)(b)]**.

Flexible working

We have a flexible working policy that confirms the process that employees should follow if they are looking to request flexible working.

We work with employees to explore the feasibility of requests made. We recognise that adopting an open mind can help support diversity and inclusion across the business and because of this we have a variety of flexible working arrangements in place

All employees have access to the flexible working policy through the employee self-service system.

We also offer employees health and wellbeing support through the provision of a **[redacted - Section 33(1)(b)]** etc. We promote health focused initiatives such as **[redacted - Section 33(1)(b)]** . We provide fruit or healthy snacks for employees **[redacted - Section 33(1)(b)]** and have implemented an **[redacted - Section 33(1)(b)]** as we recognise that work life balance is important. We are also on the process of introducing **[redacted - Section 33(1)(b)]**

Managerial Responsibility

Managers are expected to conduct regular one to one meetings with team members, focusing on both task achievement and personal development and growth. Annual performance reviews take place to reflect on progress throughout the year and identify with the employee new objectives, which includes a focus on personal development. Learning and development is taking place on a regular basis throughout the business. Learning and development that has taken place is reviewed as part of the regular one to one meetings.

In addition all employees have access to a **[redacted - Section 33(1)(b)]** .

We have established a positive working relationship with the University of the West of England, through which we offer paid sandwich placements and participate in other events where we look to provide students with guidance and advice on their employability. This has resulted in us receiving an industry award in 2019 for this relationship.

Through what we call development academies, we offer employees the opportunity **[redacted - Section 33(1)(b)]**. These are designed to promote opportunity and help employee's identification of career pathways.

Diversity and Inclusion

Diversity and inclusion are important to us as a business and we support this through communication, education and by creating an environment that respects and recognises the value of difference. All employees are required to **[redacted - Section 33(1)(b)]**. We clearly state in our policies the behavioural expectations of our employees.

The importance of diversity and appreciating difference is captured in our company values and demonstration of these forms part of the employee performance review process and employee recognition schemes.

The HR team produce a summary of the companies diversity on a **[redacted - Section 33(1)(b)]** basis, as part of a management information pack that's shared with the leadership team. member of staff. The choice is with the individual regarding what they want to do.

Sustainability

Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

Further details on Scottish Government's Sustainable Procurement Policy are available at: <http://www.gov.scot/Publications/2016/03/8410/3> and <https://www.procurementjourney.scot/route-3/route-3-develop-strategy-profiling-commodity-sustainable-procurement>

TMP Worldwide seeks to be a good corporate citizen in all aspects of its operations and activities. And we equally seek to work with companies and organisations who do the same. For this contract **[redacted - Section 33(1)(b)]**. Therefore, we feel it's important for us to demonstrate our commitment to Social, Ethical and Environmental issues. We have a number of policies which are mentioned throughout this response that are available upon request.

We have a Corporate Social Responsibility Policy (available upon request) which is available to all staff via the employee self-service system. They are all made aware of the policy during induction and the principles cover all areas of the business and have been developed with reference to the relevant policies, codes of conduct and good practice.

The CSR policy can be divided into six main areas:

List - [redacted - Section 33(1)(b)]

Ethical Business Conduct, Our Principles:

The principles of accountability, honesty, respect and integrity apply in all aspects of our business. We aim to conduct our business in a manner which ensures:

- consistent and reasonable treatment of all employees and clients
- transparency of our business policies and practices
- high standards in all matters relating to health, safety and the environment
- ethical business practices throughout our operations

We recognise that engagement with our employees is important to the future success of the business and for this reason we adopt a policy of keeping employees informed on all matters affecting them.

We are committed to operating appropriate and reasonable approaches in employment matters, recognising the role this plays in attracting and retaining our employees.

To succeed in delivering the best possible service to our clients/customers, every employee is expected to support our vision, purpose and values and to live them in the workplace.

TMP is committed to delivering excellence in its client/customer service. Should a formal complaint be received the business will register and resolve the complaint.

Employees are expected at all times, to exercise ethical judgement and comply with laws and policies applicable to their duties.

Equal Opportunities Employer:

TMP is committed to providing equal opportunities to all employees and job applicants. Managers involved in recruitment receive Equality and Diversity awareness information, to ensure that no job applicant or employee shall receive less favourable treatment on the grounds of a protected characteristic.

All employees are responsible for complying with TMP's Equal Opportunities policy and for ensuring that the standards of behaviour are observed by:

- treating others on their merits and disassociating themselves from any form of direct or indirect discrimination, victimisation or harassment.
- bringing to the attention of their manager any suspected working practise in breach of this policy.

TMP regards direct or indirect discrimination, victimisation and harassment as a serious matter. Employees who fail to comply with this policy will be subject to disciplinary procedures.

Forced/Child Labour:

TMP does not utilise or promote forced or child labour of any kind. We adhere strictly to country laws governing labour standards.

Modern Slavery:

TMP has relationships with many different clients, customers and suppliers and is committed to opposing slavery and human trafficking in all its forms and would expect the same from clients, customers and suppliers alike.

A statement regarding TMP's stance on modern slavery and human trafficking is available on our internet page.

Employee Benefits:

TMP recognises the value of its employees and their importance to its short and long term success. To this end, the business aims to attract and retain skilled employees and respect the life/work balance of each individual.

[redacted - Section 33(1)(b)] and looks to ensure that salaries are competitive.

The business offers a range of competitive benefits and is committed to complying with statutory obligations, provisions and payments. All employees also have access to an employee assistance programme.

Also available to employees are personal development opportunities designed to enhance the employee's skills. This includes the opportunity to apply for **[redacted - Section 33(1)(b)]** .

Workplace Health & Safety

Our Health & Safety policy is available to everybody through the employee self service system. TMP aims to provide each employee with a safe place to work across all of its office locations. This is also available upon request. TMP records all accidents and

investigates these to determine if preventative action is required.

Environmental Policy

TMP recognises its responsibilities towards the environment and are committed to minimising the impact of the business on the environment. This covers responsible sourcing of materials and stock, safe disposal of waste materials and many other areas employees of TMP can impact on the environment. As a result of continued employee engagement and feedback, we look at ways we can reduce our carbon footprint.

The business environmental policy is the corner stone of TMP's intent to reduce its carbon footprint, improve recycling, reduce reliance on packaging, minimising waste, and improve efficiencies on finite natural resources in all of its operations and in all departments.

From a practical point of view on this particular contract, **[redacted - Section 38(1)(b)]** – your dedicated Client Partner – and the rest of the senior team will encourage **[redacted - Section 33(1)(b)]**.

TMP actively seeks like-minded companies to engage with, both on a customer and supplier level. And, for the purpose of this contract based on the service requirements and our experience to date, we will be undertaking all activities in house.

Community Benefits

The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. Accordingly, while the following community benefit objectives will not be evaluated as part of the tender process, the successful Contractor will be expected to consider the following Community Benefit themes in the delivery of their services for example:

- targeted recruitment & training for “disadvantaged” persons unemployed for over 6 months;
- generate employment and training opportunities for priority groups;
- up-skill the existing workforce;
- equality and diversity initiatives;
- make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses;
- build capacity in community organisations.

Tenderers should provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement.

At TMP, we believe in treating everyone we meet with dignity and respect; this ethos is central to all of our activities. We seek to benefit local communities through the service we offer, based on listening carefully to what those communities need. In particular, we focus on local participation and community engagement.

TMP supports local employment opportunities at many of our clients, as well as information and training to local people and the community; this activity aligns with our core principles. As part of our services, we promote employment opportunities to local people by [redacted - Section 33(1)(b)].

In addition, we hold [redacted - Section 33(1)(b)]. Our aim is to raise awareness of employment opportunities locally, to guide and inform individuals on the best channels to apply, and give them the training to successfully find work.

We already provide social value services to some of our other clients. [redacted - Section 33(1)(b)]. We would recommend therefore utilising Social Value agreements we have already in place with other clients as a starting point for the basis of our commitment to providing meaningful Social Value to Scottish Government and those on the framework throughout the duration of this contract.

Whilst the majority of the expenditure relating to this contract (for PNs particularly) will be spent with local papers, these tend to be owned by national companies. TMP would be supportive of [redacted - Section 33(1)(b)]

However there may be opportunities to commission [redacted - Section 33(1)(b)] in the areas of [redacted - Section 33(1)(b)]. TMP would suggest [redacted - Section 33(1)(b)] for every relevant brief and set at an agreed target revenue figure.

Our aim would be to raise awareness of employment opportunities in the area, to guide and inform individuals on the best channels to apply, and give them the training to successfully find work.

We would propose to hold regular **[redacted - Section 33(1)(b)]**, dealing with topics such as **[redacted - Section 33(1)(b)]**. As an example, we operate a series of skills workshops for school-leavers in the Midlands area of England as part of our social value commitment to that framework. The feedback from attendees has been consistently high.

Additionally we run a series of webinars around various topics **[redacted - Section 33(1)(b)]** – and can offer access **[redacted - Section 33(1)(b)]** to all public bodies in Scotland – and their clients/customers.

We have a great deal of experience in committing and monitoring our progress on those commitments on Social Value for our clients. We appreciate their importance and would be pleased to discuss this further with Scottish Government so we can fully tailor the needs at individual body or contract level.

Transfer of Undertakings Regulations 2006

Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework, including details of any perceived implications and/or risks and how these will be mitigated.

Tenderers must confirm whether their tender has been submitted on the basis of TUPE being deemed to apply or not.

As the incumbent supplier for the Scottish Government Framework, TUPE does not apply.

TMP (UK) Ltd. Scores

Section 2.2 – Delivery of the Service (Section weighting 40%)	TMP UK Limited
Q2.2.3 (weighting 30%)	8.40
Q2.2.4 (weighting 30%)	9.60
Q2.2.5 (weighting 40%)	10.40
OVERALL SCORE	28.40

Section 2.3 – Brand Safety (Section weighting 15%)	TMP UK Limited
Q2.3.2 (weighting 75%)	9.00
Q2.3.3 (weighting 25%)	2.63
OVERALL SCORE	11.63

Section 2.4 – Account Management (Section weighting 25%)	TMP UK Limited
Q2.4.2 (weighting 75%)	14.06
Q2.4.3 (weighting 25%)	5.31
OVERALL SCORE	19.38

Section 2.5 – Supplier Performance (Section weighting 10%)	TMP UK Limited
Q2.5.2 (weighting 20%)	1.60
Q2.5.3 (weighting 20%)	1.60
Q2.5.4 (weighting 30%)	2.10
Q2.5.5 (weighting 20%)	1.60
Q2.5.6 (weighting 10%)	0.85
OVERALL SCORE	7.75

Section 2.6– Data Protection/Security (Section weighting 5%)	TMP UK Limited
Q2.6.2 (weighting 100%)	3.75
OVERALL SCORE	3.75

Section 2.7 – Fair Work & Community Benefits (Section weighting 5%)	TMP UK Limited
Q2.7.2 (weighting 100%)	3.25
OVERALL SCORE	3.25

OVERALL TECHNICAL SCORE

Overall Total Weighted Technical Score	TMP UK Limited
Overall total technical (Quality) Score	74.15
Overall Total Weighted Technical Score (70%) - Based on all compliant bids received.	51.91

PRICE CRITERIA - COMMERCIAL (PRICE) (OVERALL WEIGHTING 30%)

Overall Total Commercial (Price) Score	TMP UK Limited
Overall Commercial (Price) Score	100.00
Overall Total Weighted Price Score (30%) Based on all compliant bids received.	30.00

PRICE/QUALITY EVALUATION

70% Quality/30% Price applied to scores Based on all compliant bids received	TMP UK Limited
Quality Score (out of 70)	51.91
Price Score (out of 30)	30.00
OVERALL SCORE	81.91